



Comprehensive Selection Report

One person, one position

RESULTS SUMMARY
PERFORMANCE MODEL
INTERVIEW QUESTIONS



PROVIDED BY

People Values

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INTRODUCTION

This report is intended to help you choose the candidate(s) who may be the best fit for the position of **Manager - Medical Health Services (Preliminary)**. The Performance Model for this position reflects the attributes typical of high performers in this position. **Sunny Sample's** personalized information will be compared to the Performance Model, giving you a detailed understanding of how well-suited she may be to this role.

What's in this report?

<p>RESULTS SUMMARY Candidate's results from the assessment compared to the Performance Model</p>	<p>PERFORMANCE MODEL Range of scores typical for success in the position, with scale and job fit interpretation</p>	<p>INTERVIEW QUESTIONS Series of personalized questions based on the candidate's fit to the Performance Model</p>
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What is a Performance Model?

The Performance Model for Manager - Medical Health Services (Preliminary) provides the recommended range of skills and behaviors for the job. This report compares Sunny Sample's assessment results to the range of scores to show how well she might fit the position. The Performance Model includes:

THINKING STYLE

- Thinking Style is the ability to process information.
- It includes problem-solving, communication, interaction, and learning skills.
- Results are illustrated on scales ranging from 1 to 10.
- A higher score is not necessarily the best indicator of on-the-job performance.

BEHAVIORAL TRAITS

- Behavioral Traits are commonly observed actions that help define who someone is.
- Each scale is defined by two opposing, but equally valuable, end points.
- One side of the continuum is not better than the other.

INTERESTS

- This section may indicate a person's motivation and potential satisfaction with various jobs.
- These are ranked in order from the person's highest- to lowest-scoring interest.

Distortion was not detected in this report. What does that mean?

Some candidates may answer in a way that is socially desirable or to make themselves look better, rather than respond candidly and risk disapproval. Based on her assessment results, it appears that **Sunny answered candidly**.

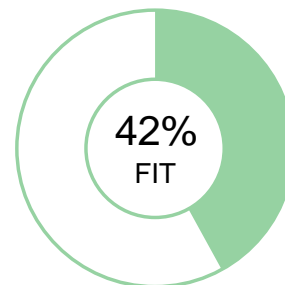
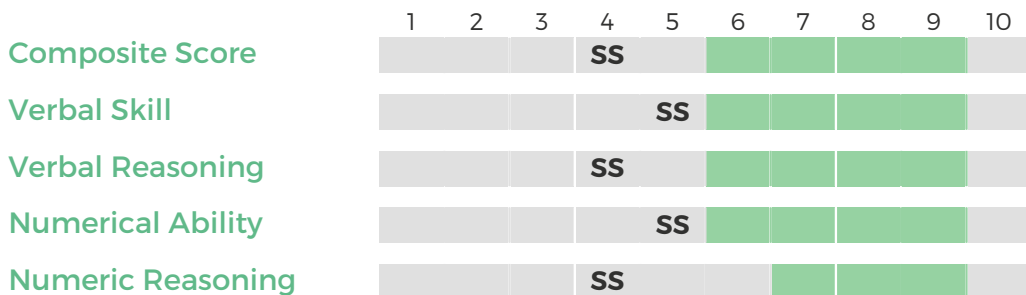
MANAGER - MEDICAL HEALTH SERVICES (PRELIMINARY)

Sunny Sample

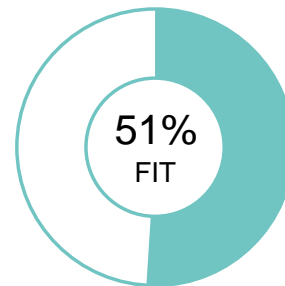
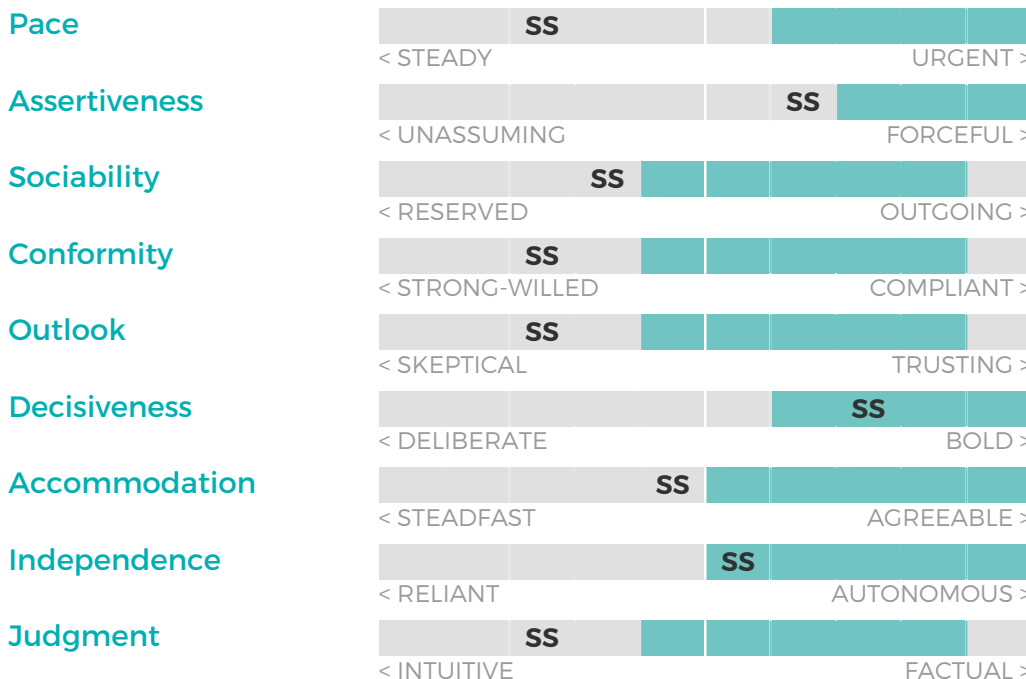


Performance Model = highlighted boxes; Sunny's placement = her initials

THINKING STYLE



BEHAVIORAL TRAITS



INTERESTS

SUNNY

in rank order

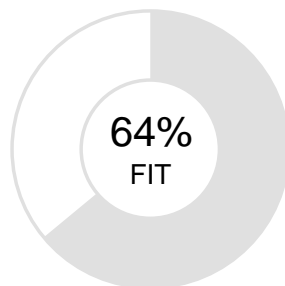
- PEOPLE SERVICE
- CREATIVE
- ENTERPRISING
- FINANCIAL/ADMIN
- MECHANICAL
- TECHNICAL

} TIED

PERFORMANCE MODEL

in rank order

- ENTERPRISING
- FINANCIAL/ADMIN
- MECHANICAL



PERFORMANCE MODEL

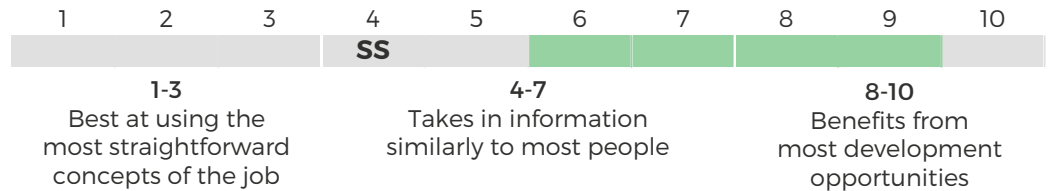
For Manager - Medical Health Services (Preliminary)

The highlighted boxes represent the **Manager - Medical Health Services (Preliminary)** Performance Model, reflecting the specific requirements for this position. Sunny's placement is labeled with her initials.

THINKING STYLE

Composite Score

A reflection of overall learning, reasoning, and problem-solving potential

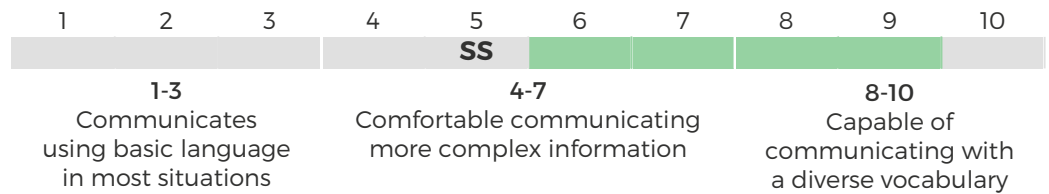


Ideal Candidate: Understands complex concepts or information without difficulty.

Sunny: May need more training than usual to be effective in this position.

Verbal Skill

A measure of vocabulary

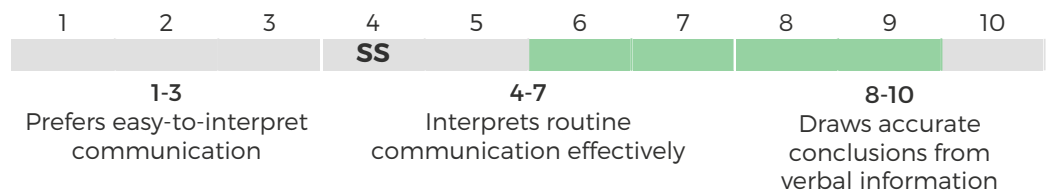


Ideal Candidate: Communicates with a wide vocabulary in a variety of settings and can understand sophisticated language.

Sunny: Has a vocabulary that may not be as robust as those who are most successful in this position.

Verbal Reasoning

Using words for reasoning and problem solving

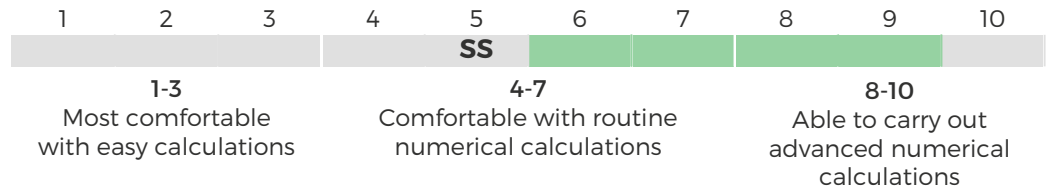


Ideal Candidate: Able to easily analyze complex verbal information and recognize unspoken inferences.

Sunny: Sometimes experiences difficulty in interpreting more complex messages and instructions than may be typical for this position.

Numerical Ability

A measure of numerical calculation ability

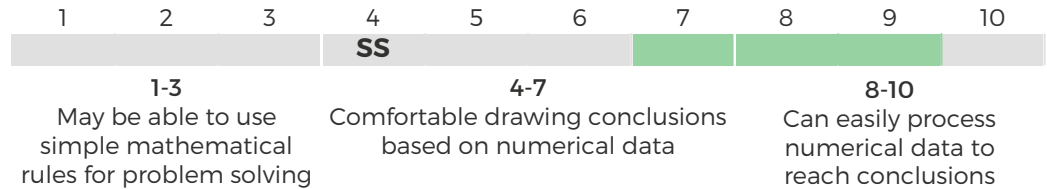


Ideal Candidate: Performs intricate calculations easily and is comfortable communicating complex data to others.

Sunny: May not be as proficient as the position requires in working with data and performing calculations, which could lead to some frustration.

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving



Ideal Candidate: Very capable of analyzing even the most complex numerical data and arriving at accurate and sophisticated conclusions as a result.

Sunny: May have difficulty analyzing numerical data as part of the decision-making process for this position.

BEHAVIORAL TRAITS

Pace

Overall rate of task completion



Ideal Candidate: Very active and results-driven with the ability to juggle the demands of several tasks at once.

Sunny: Tends to work very steadily and may have trouble keeping up with the quick pace of this position.

Assertiveness

Expression of opinions and need for control



Ideal Candidate: Tends to be very direct and self-assured and is highly motivated to influence others.

Sunny: Tends not to be as willing to take charge as the position typically requires for best performance.

Sociability

Desire for interaction with others



Ideal Candidate: Generally outgoing and capable of working effectively in a team environment.

Sunny: Probably prefers a little less interaction with others than is typically required for success in this position.

Conformity

Attitude on policies and supervision



Ideal Candidate: Responds well to a structured environment and does not mind close supervision.

Sunny: Tends to be less willing to follow standard procedures than is required for best performance in this position.

Outlook

Anticipation of outcomes and motives



Ideal Candidate: Demonstrates a generally positive attitude, yet will express doubt on occasion.

Sunny: Tends to be quicker to question and doubt than others who have been successful in this position.

Decisiveness

Use of speed and caution to make decisions



Ideal Candidate: Is comfortable making quick decisions, even when limited information is available.

Sunny: Fits the Performance Model.

Accommodation

Inclination to tend to others' needs and ideas



< **STEADFAST** **AGREEABLE** >
 Willing to express disagreement Harmonious
 Defends priorities and beliefs Amenable

Ideal Candidate: Enjoys meeting the needs of others, even if it means suppressing his or her personal views and opinions.

Sunny: May be less willing to compromise and let go of her perspectives than is typical for those most successful in this position.

Independence

Level of preference for instruction and guidance



< **RELIANT** **AUTONOMOUS** >
 May seek support Slow to seek guidance
 Accepts instruction Likes to set own direction

Ideal Candidate: Performs best when provided minimal direction and given the room to make decisions independently.

Sunny: Fits the Performance Model.

Judgment

Basis for forming opinions and making decisions



< **INTUITIVE** **FACTUAL** >
 May follow a hunch Logical
 Considers emotions Focuses on facts

Ideal Candidate: Balances objective information and instincts to make decisions.

Sunny: May allow intuition to override hard facts when making decisions.

INTERESTS

The assessment measures six possible Interests, which appear below from Sunny's highest- to lowest-scoring interest. The **top three Interests for the Performance Model** are noted. Two-way and three-way ties are indicated if present.

This list of interests is obviously not exhaustive, and because interests are often something that can be satisfied outside of work, they make up only 20% of the candidate's overall job fit score (Thinking and Behavioral each make up 40% of the overall score). Still, a person's interests can sometimes provide insight into how easily motivated he or she will be concerning different tasks, and how much enjoyment he or she may find in a particular role.

SUNNY'S ORDER OF INTERESTS

- Ordered from her highest- to lowest-scoring interest
- Manager - Medical Health Services (Preliminary) Performance Model Interests are indicated
- Ties are indicated if present

People Service

A People Service interest suggests the enjoyment of collaboration, compromise, and helping others. It may indicate a strong sense of empathy and support and a knack for bringing people together.

Creative

A Creative interest suggests the enjoyment of imaginative and artistic activities. It often involves personal expression, emphasis on aesthetics, and novel ways of solving problems, producing ideas, and designing new things.

Enterprising [PERFORMANCE MODEL INTEREST]

An Enterprising interest suggests the enjoyment of leadership, presenting ideas, and persuading others. Individuals with this interest may desire responsibility and exercise initiative, ambition, and resourcefulness.

Financial/Admin [PERFORMANCE MODEL INTEREST]

A Financial/Admin interest suggests the enjoyment of working with numbers, organizing information, and office routines such as record-keeping and completing paperwork. It could indicate an eye for detail and a desire for accuracy.

TIED

Mechanical [PERFORMANCE MODEL INTEREST]

A Mechanical interest suggests the enjoyment of building and repairing things and working with machinery or tools. Individuals with this interest may like tasks that involve using their hands, being outdoors, and/or breaking a sweat.

Technical

A Technical interest suggests the enjoyment of learning technical material, interpreting complex information, and solving abstract problems. Individuals with this interest may enjoy working with numbers, data, and/or computer programs.

INTERVIEW QUESTIONS

Sunny Sample & Manager - Medical Health Services (Preliminary)

CHALLENGE AREAS FOR THIS JOB FIT

Below you will find what could be Sunny's top challenge areas for this position. The selection is based on how Sunny scored on the assessment compared to the specific requirements for Manager - Medical Health Services (Preliminary).

Pace

MORE STEADY THAN PERFORMANCE MODEL

She tends to be very patient and good with routine.

➔ **Listen for: how she uses different strategies for negotiating workload, due dates, and resources.**

1. Tell me about a time when you had a lot of work and additional assignments just kept coming. How did you handle the workload?
2. Describe the last time you worked on an assignment that demanded a lot of initiative and self-motivation. What was challenging and what did you enjoy about this experience?

Numeric Reasoning

BELOW PERFORMANCE MODEL

She may be comfortable drawing conclusions based on numerical data.

➔ **Listen for: her experience with different numerical problem-solving techniques and what she does if a problem is too complex.**

3. What different ways do you use numbers—such as estimates, budgets, inventory counts, etc.—to make recommendations or decisions in your work?
4. Tell me about a recent example of a problem you solved using numbers or data. What steps did you take to determine the best solution?

Verbal Reasoning

BELOW PERFORMANCE MODEL

She is capable of discerning the important elements in basic communications.

➔ **Listen for: how willing she is to learn from miscommunication and how she has improved her approach.**


5. How have you handled situations in which someone else's explanation of an idea seemed unclear or difficult to understand?
6. Tell me about a time when there was a misunderstanding because a colleague used overly complex or advanced language. What did you do to prevent such a misunderstanding from happening again?

AREAS OF STRENGTH FOR THIS JOB FIT

Next you will find what could be Sunny's top areas of strength for this position. The selection is based on how Sunny scored on the assessment compared to the specific requirements for Manager - Medical Health Services (Preliminary).

Decisiveness	FITS PERFORMANCE MODEL
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She tends to make quick decisions, even when limited information is available.

 **Listen for: whether she can identify when to adapt her decision-making style to suit the circumstances.**

7. How would you handle having to make an important decision without being given enough time to deliberate?
8. If you had to make a difficult decision, would you rather do it right away or have a week to think it over? Why?

Independence	FITS PERFORMANCE MODEL
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She often likes to set her own direction.

 **Listen for: the level of guidance she prefers and whether she has been satisfied with guidance in the past.**

9. For work you've done in the past, when has following a very structured procedure been beneficial? When has it been better to develop your own approach?
10. Describe an example of the ideal level of guidance you received at the start of a new assignment. Tell me about a time when you were frustrated with the level of guidance.

QUESTIONS FOR REMAINING SCALES

You will find suggested interview questions for the remaining scales below.

Verbal Skill	BELOW PERFORMANCE MODEL
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She communicates using basic concepts and responds best to straightforward instruction.

☞ **Listen for: what strategies she uses to prevent miscommunication.**

11. When reading complex and detailed instructions, how do you make sure that you have identified and understood the most important points?
12. When you receive verbal guidance or instruction, how do you verify that you understand what needs to be done?

Numerical Ability	BELOW PERFORMANCE MODEL
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She can use basic calculations, but may not be as comfortable with complex data.

☞ **Listen for: whether she identifies a personal limitation with numerical calculations and seeks help when needed.**

13. Tell me about a time when you've gotten stuck in your work when trying to figure out a calculation. What did you do to solve it? How did you ensure the results were accurate?
14. Describe the last time you had to make a calculation on the spot. How did you do it? Were you on target?

Assertiveness	MORE UNASSUMING THAN PERFORMANCE MODEL
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She tends to be fairly comfortable sticking up for her opinions and needs.

☞ **Listen for: how she recognizes when she needs to take action and how she achieves the desired result.**

15. Describe a time when you had to take control of a task or project in order to complete it on time.
16. Tell me about a time when you had to convince a highly assertive coworker that your way of solving a problem was the better way.

Sociability**MORE RESERVED THAN PERFORMANCE MODEL**

She tends to be fairly introverted and may often keep to herself.

➔ **Look for: how willing she is to socialize when a task calls for it.**

17. What are some practices you've used to develop and maintain strong workplace relationships?
18. Tell me about a work situation that required you to be very outgoing. What was challenging and what did you enjoy about this experience?

Conformity**MORE STRONG-WILLED THAN PERFORMANCE MODEL**

She may dispute procedures and policies, particularly if she doesn't agree with them.

➔ **Listen for: whether she can temper her own opinions and goals without becoming too frustrated or resentful.**

19. Tell me about a time when you had to work with a leader you didn't respect. How did that relationship evolve over time?
20. Describe a time when you didn't agree with the direction a project was taking, but couldn't change it. How did you react to that situation?

Outlook**MORE SKEPTICAL THAN PERFORMANCE MODEL**

She tends to be skeptical and looks for the evidence to back up a claim.

➔ **Listen for: how willing she is to give others the benefit of the doubt.**

21. Describe a recent brainstorming or problem-solving session you had with your colleagues. What are the advantages and disadvantages of such sessions?
22. How do you rebuild trust that has been lost in a relationship? Give me an example from your experience.

Accommodation**MORE STEADFAST THAN PERFORMANCE MODEL**

She is usually willing to express disagreement and defend her opinions.

→ **Listen for: how willing she is to compromise or work toward team goals when they differ from her own goals.**

23. Tell me about a time when you were swayed by a colleague's argument. What happened in that interaction?
24. How can conflict be a positive factor in the workplace? Give me examples from your own experience.

Judgment**MORE INTUITIVE THAN PERFORMANCE MODEL**

She probably relies on her intuition and experiences to make decisions.

→ **Listen for: her level of frustration when asked to disregard her instincts and base a decision solely on facts.**

25. Describe a time when you had to put aside your strong sense of the right direction and make a decision based purely on facts. What happened, and how did you feel about it?
26. What are the benefits of basing decisions on gut instincts? When might this approach be problematic?